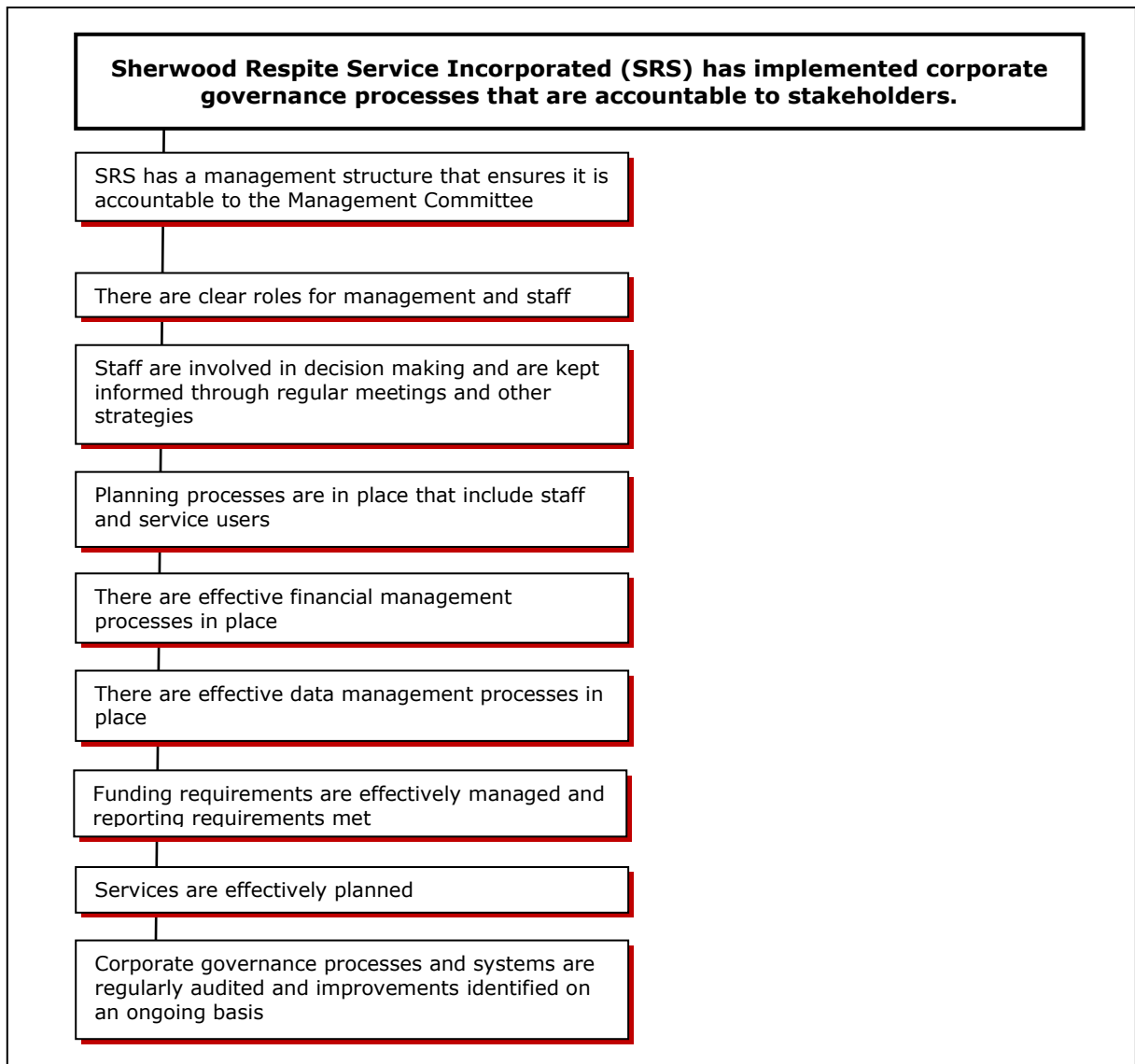


CORPORATE GOVERNANCE



FORMS AND RECORDS

Annual Report	Coordinator Filing Cabinet – Admin - AGM
QLD Associations Incorporation Act 1981	Internet and Coordinator "H" Files
Constitution	Coordinator's "H" Drive and Coordinators Cupboard, Management Committee, Committee P&P Manual
Certificate of Incorporation, Register of Members, Application for Membership	Coordinator's Cupboard Management Committee, P&P Manual, Office Wall
Agendas and minutes of meetings	Coordinator's "H" Drive
Management reports including service delivery and financial monitoring reports	Coordinators "H" Drive

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Financial management records and forms	MYOB, Admin Officer and Shared Drive
Strategic Plan and Improvement Plan	Coordinators "H" Drive
Corporate Calendar	Coordinators "H" Drive

1.1 About SRS

SRS is a non-profit charitable incorporated organisation that provides a range of services to frail aged people, people with disabilities (up to 30/6/2015) and their carers in the surrounding region. Services provided include the Home and Community Care program funded by the Department of Social Services.

1.1.1 SRS VISION

We are about supporting the aged to live independently in our local community

Our values

- **Respect**

We respect each human being in our community: we celebrate diversity, uphold dignity, encourage inclusivity and show compassion

- **Teamwork**

We work better together: we are supportive of each other, the lonely and frail aged and their families and carers

- **Wellbeing and Safety**

We are passionate about wellbeing and safety: of the lonely and frail aged, our work colleagues and our environment

- **Excellence**

We strive to excel in all we do and in our relationships: by continuous improvement through learning, skill development, honest open communication and empowerment of others

1.1.2 SRS OBJECTIVES

The objectives are:

- To support people who are frail aged or have disability to remain in their own home
- To support family or other primary care givers in their role, and
- Operate the organisation in an effective, efficient and accountable manner.

1.1.3 SRS PHILOSOPHY

SRS believes in:

- The right of people to make choices and maintain their independence in their own lives
- The right of people to dignity, respect, privacy and confidentiality
- The right of people valued as individuals

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- The right of people to access services on a non-discriminatory basis, and
- The right of the community to receive accountable and responsive services.

1.1.4 TARGET GROUP

The target group for our services is people who have a functional disability that precludes them from carrying out tasks of daily living resulting in a risk of premature or inappropriate institutionalisation. Our target group also includes the carers of these people.

HACC services are not provided to people solely because of their age. They are assessed as requiring services to continue to live independently.

1.1.5 KEY RESULT AREAS

SRS has identified a range of key result areas to ensure our vision and objectives are achieved. These are assessed at the end of each year and are reported in the Annual Report. Key result areas include:

Ensure continuous improvement

SRS strives to continually improve our services through seeking ongoing feedback about our services from all stakeholders including service users, their families and advocates, staff and the community. We conduct ongoing reviews of our procedures and processes to ensure that they are meeting the requirements of the service users and the organisation and ensure that our practice is reflective.

Our success in this is measured by the number of feedback forms received, the proportion of feedback forms resulting in the identification of an improvement, the proportion of improvements implemented and the success of the improvements.

Funding and other accountability requirements are met

SRS is continuously improving systems and processes to monitor and meet the accountability requirements of incorporation and funding providers including contracted outputs.

Success in this is measured by the extent to which we meet the requirements and is monitored on an ongoing basis.

A skilled and efficient workforce is maintained

A skilled and efficient workforce is tantamount to the delivery of quality and effective services and to a stable workforce.

Success is measured by the number of complaints received against staff, the amount of training provided and the outcomes for staff from the training, staff turnover and staff satisfaction.

1.1.6 SERVICES PROVIDED

SRS is funded for services under the Commonwealth Home and Community Care (HACC) Program which provides minimum support to maintain people to live independently in their own homes.

Specific support services provided include:

- Centre based day care (day centre)
- Domestic assistance
- Respite care (In Home Respite)
- Allied Health

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1.1.7 OUR STAFF

The following staff are employed in SRS:

- Coordinator
- Administration and Accounts Officer
- Respite Care Workers whose roles incorporate Volunteer Coordination, First Aid, Vehicle maintenance and Domestic Assistance

In addition, SRS employs a team of volunteers to assist in the day centre, deliver meals and provide transport services. SRS has a volunteer Management Committee

1.2 Incorporation Requirements

1.2.1 REQUIREMENTS OF INCORPORATED GROUPS

The key requirements of the *Queensland Incorporated Associations Act 1981* are:

- Maintain proper records of accounts showing the financial position of the group and present these at the AGM
- Maintain an up-to-date Register of Members and Register of Management Committee members and make it available to members
- Maintain the constitution up-to-date and make it available to members
- Hold an AGM within four months after the end of the organisation's financial year
- Advise the Office of fair Trading of any changes to the constitution or rules of the association.

1.2.2 REGISTER OF MEMBERS AND REGISTER OF MANAGEMENT COMMITTEE MEMBERS

The Secretary of SRS is responsible for the maintenance of a Register of Members and a Register of Management Committee Members that includes:

- The name and address of the member
- The date of joining
- Subscription information
- Position on Management Committee(for Management Committee members)
- Date of resignation.

The task to ensure that that the Registers are maintained up to date, is delegated to the Coordinator.

1.2.3 MEMBERSHIP

Classes of membership include:

- Ordinary members: any person other than a life member who is approved for membership
- Life members: are appointed on recommendation of the Management Committee at an Annual General Meeting. Life membership can be awarded to members who have given long and outstanding service to SRS. Life members do not pay a membership fee.

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Applications for membership

Any person or organisation wishing to become a member of SRS completes an Application for Membership form. These are available from the SRS office.

Any person not approved by the Management Committee are advised of the reason why within 30 days of the meeting at which the decision was made. There is an appeal process against the rejection of an application for membership.

Membership fees

The Management Committee sets the membership fees. Current fees are:

- Ordinary members - \$5.00 per year

1.3 The Constitution

The constitution underpins all of SRS's operations and services and specifies the legal framework in which SRS operates.

1.3.1 FAMILIARITY WITH CONSTITUTION

Management Committee members and the Coordinator are familiar with the details of the constitution, and make sure that all of SRS policies and practices are consistent with the constitution. In particular, the Management Committee makes sure that the legal requirements specified in the constitution and the Associations Incorporation Act 1981 are met.

1.3.2 REVIEW OF CONSTITUTION

The constitution is reviewed by the Management Committee every three years to ensure that it is up-to-date and relevant to the changing environment in which SRS operates.

Changing the constitution

The Associations Incorporation Act requires that any alteration to the constitution is by special resolution. A special resolution is a resolution passed at a general meeting by a majority of not less than three quarters of the members who are entitled to vote and vote in person.

Fourteen (14) days notice of the meeting and of the resolution is given to all members of SRS, whether or not they have voting rights.

A notice of the special resolution is forwarded to the Office of fair Trading within one month of passing the special resolution. The notice specifies the changes and includes certification by a member of the Management Committee that the resolution was passed as a special resolution and that the altered rules conform to the requirements of the Associations Incorporation Act (a form is available from the Office of Fair Trading for this purpose).

SRS also advises the Commissioner of Taxation of the changes within 30 days of the changes being made and will advise funding providers.

1.4 General Meetings

1.4.1 ANNUAL GENERAL MEETING

Refer to Constitution

1.4.2 GENERAL MEETINGS

Refer to Constitution

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1.5 Management Committee

SRS is managed by a volunteer Management Committee comprising of a:

- President
- Vice President
- Treasurer
- Secretary
- Other Management Committee members elected at the AGM

1.5.1 ROLE OF THE MANAGEMENT COMMITTEE

The Management Committee provides strategic direction to and monitors the operations of SRS to ensure that it:

- Meets its objectives as specified in the constitution
- Remains a viable organisation, and
- Meets legal requirements including those related to incorporation, funding, contractual arrangements, the employment of staff and the provision of services.

The Management Committee is responsible for ensuring SRS operates within its approved budget and in accordance with the policies and procedures set down by the Management Committee.

Working with the Coordinator

The Management Committee meets its responsibilities by working in partnership with the Coordinator who is responsible for implementing the directions and decisions of the Management Committee and for providing the Management Committee with the information necessary to effectively monitor the operations of the service.

The Coordinator implements the directions and decisions of the Management Committee by ensuring day to day operations of the service are managed in accordance with the policies and procedures.

Issues that are not covered by established policies and procedures are referred to the Management Committee for consideration and direction.

Involvement in day to day management

The Management Committee is not involved in the day to day management of SRS and Management Committee members cannot direct the staff or volunteers of the service unless authorised by a meeting of the Management Committee to do so unless requested by the Coordinator. The Management Committee may nominate a member to liaise with the Coordinator on an ongoing basis.

1.5.2 RESPONSIBILITIES OF THE MANAGEMENT COMMITTEE

Specific responsibilities of the Management Committee are:

Legal responsibilities

Ensure that SRS operates within relevant Federal, State and Local Government laws and funding provider requirements including:

- Operates in line with
 - The constitution

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- The Associations Incorporation Act 1981
- The Commonwealth HACC Program Service Agreement

- Complies with all legislation in relation to the employment of staff and volunteers including:
 - Minimum conditions of employment and any awards that may apply
 - Income tax requirements
 - Occupational health and safety requirements
 - Equal employment opportunity legislation
 - Workers compensation and
 - Superannuation
- Has adequate insurance cover
- Complies with the Privacy Act and regulations, the Working with Children legislation and any other relevant legislation or regulations.

Policy and planning

Make sure that:

- SRS has clear and relevant objectives that guide the operations of the organisation
- An action plan is developed and reviewed each year and identified priorities are implemented
- High quality and effective services are delivered to clients in line with the Home Care Standards and the Commonwealth HACC guidelines
- This policies and procedures manual is kept up-to-date and is adhered to.

Financial

Ensure that:

- SRS has an annual budget that is approved by the Management Committee, and that expenditure is within the budget
- SRS has sufficient income to meet the budget requirements
- The conditions of the HACC Funding Agreement and Community Care Deed of Agreement are followed
- Funds are properly accounted for and that an audit is completed every year.

Staff management responsibilities

- Ensure the recruitment of the best possible staff
- Provide staff with support, direction and supervision
- Ensure that volunteers are effectively recruited and trained and are provided with support, direction and supervision.

Other Management Committee responsibilities

- Make sure that SRS has a strong membership and community support and is a strong and viable organisation
- Represent the organisation to the public.

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1.5.3 MANAGEMENT COMMITTEE MEMBER RESPONSIBILITIES

The responsibilities for each position are clearly communicated to members of SRS prior to the election of Management Committee members to ensure prospective Management Committee members understand their responsibilities. By accepting a position on the Management Committee, members agree to carry out the responsibilities of their position as follows:

General responsibilities

All Management Committee members agree to accept responsibility for:

- Meeting the requirements specified in the Constitution and the *Associations Incorporation Act 1981*
- Meeting the requirements of funding agreements
- The delivery of quality and effective services
- The management, supervision and support of staff
- Making sure that membership support of SRS is maintained
- Making sure that policies and procedures defined and agreed to by the Management Committee are followed.

Attendance at meetings

Management Committee members agree to attend all scheduled and extraordinary Management Committee meetings. If unable to attend a meeting, members agree to give the maximum notice possible. Notice should be given to the Secretary to ensure that a quorum for the meeting is met.

Resignation of member

In the event that a Management Committee member resigns they agree to give at least one month's notice in writing.

Expulsion of member

A Management Committee member can be expelled from the Management Committee as per the procedures specified in the Constitution including not attending three meetings in a row without an acceptable reason.

Responsibilities of the President

The responsibilities of the President include:

- Make sure regular Management Committee meetings are held
- Encourage members of the Management Committee to attend meetings
- Lead the meeting through the agenda, keeping discussion relevant, decision making clear and encouraging broad participation
- Sign letters or documents on behalf of SRS as required
- Make sure meetings are run in accordance with the Constitution of SRS
- Act as a spokesperson for SRS.

Responsibilities of the vice President

The responsibilities of the Vice President include:

- Take on the role of President when he/she is absent from any meetings
- Assist the President in their duties

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- Act as a spokesperson for SRS
- Be a member of and/or chair sub-committees/task groups as required
- Sign letters or documents on behalf of SRS as required
- Undertake any other tasks as needed.

Responsibilities of the treasurer

The responsibilities of the Treasurer include ensuring:

- Books of account are properly maintained and kept safe
- Monthly financial reports are prepared and present these at monthly Management Committee meetings
- Financial/accountability requirements of funding bodies are met
- Management Committee members understand the financial position of SRS
- Funds are not being mismanaged
- An annual audit of the books of account is conducted and presents the audited financial statements to the Management Committee and to the Annual General Meeting.

Responsibilities of the secretary

The responsibilities of the Secretary include ensuring:

- Accurate minutes of all meetings are taken and are properly filed
- Copies of the minutes of Management Committee meetings are distributed to Management Committee members prior to the next Management Committee meeting
- A Register of Management Committee Members and Association Members is maintained
- Any reporting under the Associations Incorporation Act is completed.

Responsibilities of other Management Committee members

The responsibilities of other Management Committee members include:

- Assisting the President, Secretary or Treasurer to undertake their duties
- Acting as a spokesperson when requested by the Management Committee
- Manage and support staff when requested by the Management Committee
- Be a member of and/or chair sub-committees/task groups as required
- Sign letters or documents on behalf of SRS as required
- Assist with any other tasks that may arise.

1.5.4 ORIENTATION FOR MANAGEMENT COMMITTEE MEMBERS

If new members are elected at the AGM the first meeting following the AGM includes a short orientation session for new members. This will cover information in this section of the Policies and Procedures Manual including:

- The vision, objectives and philosophy of SRS
- Management Committee and Management Committee member roles and responsibilities
- Information on funding
- Information on community care and the services delivered
- Information on staff

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- Information about Management Committee meetings
- The Code of Behaviour for Management Committee members.
- Privacy Agreement that is signed by individual Committee members.

In addition new Management Committee members will be given a copy of the above information and the constitution.

The Coordinator is responsible for preparing this information for new Management Committee members.

1.5.5 CODE OF BEHAVIOUR FOR MANAGEMENT COMMITTEE MEMBERS

Management Committees operate most effectively if all members are aware of the expectations of them. To clarify expectations, the following code of behaviour for Management Committee members has been developed and is required to be signed by individual Committee members.

Management Committee members agree to:

- Abide by the philosophy of SRS
- Observe all the rules of SRS including those specified in the constitution, the *Associations Incorporation Act 1981* and any others set by the Management Committee or the membership of SRS
- Follow any policies and procedures set down in the SRS Policies and Procedures Manual
- Attend monthly Management Committee meetings whenever possible, and, if unable to attend, to send apologies
- Not act on SRS matters without the consent of the Management Committee, including not interfering in the day-to-day operations of SRS
- Adhere to all the accounting procedures of SRS
- Represent SRS in a positive way
- Not discuss confidential issues with people outside of SRS or with staff or members of SRS without the consent of the Management Committee
- Follow any grievance procedures set down by the Management Committee to try to resolve any conflicts with staff or members of SRS
- Not abuse, physically or verbally, staff or members of SRS.

Conflict of interest

Members and staff of SRS act in the best interests of the organisation. If business or personal interests or affiliations of members conflict with (or may be perceived to conflict with) the interests of the organisation the following procedures, as specified in the *Associations Incorporation Act 1981*, apply:

- If a member of the Management Committee has any direct or indirect pecuniary interest in any contract being considered by the Management Committee as soon as they become aware of their interest, disclose it to the Management Committee. This excludes an interest resulting entirely from a Management Committee member also being an employee or member of SRS
- An interest disclosed by a Management Committee member be recorded in the minutes of the Management Committee meeting at which it was disclosed
- A Management Committee member with any direct or indirect pecuniary interest in any contract being considered by the Management Committee shall not take part in any deliberations or decision of the Management Committee with respect to that contract.

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Failure to abide by the *SRS Code of Conduct* may result in the expulsion of a Management Committee Member from the Management Committee.

1.5.6 MANAGEMENT COMMITTEE MEETINGS

See Table 1.1: SRS Management Meetings.

1.6 Management Structure

The management structure for SRS is shown in Figure 1.1: SRS Management Structure.

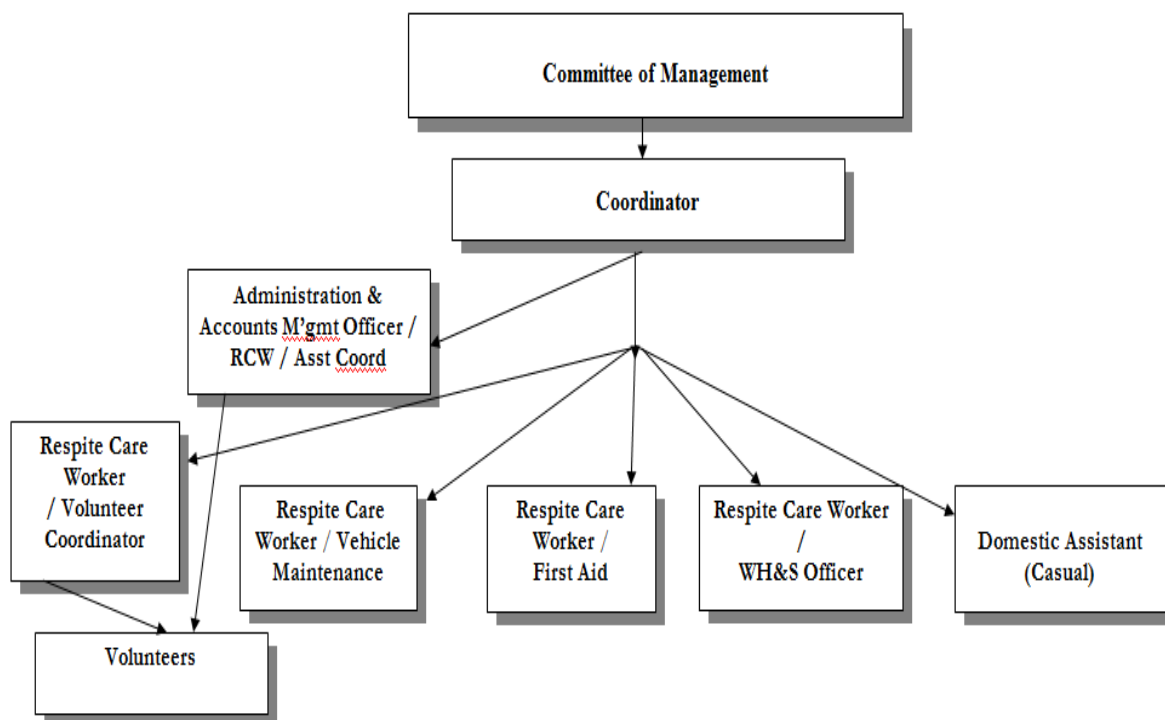
1.6.1 REPORTING PROCESS

All reporting is based on the management structure in Figure 1.1. Specifically:

- All staff report directly to the Coordinator
- The Coordinator reports to the Management Committee.

These lines of reporting are not varied except where expressly stated in these policies and procedures or with the agreement of the Coordinator.

Figure 1.1: SRS Management Structure



1.7 Management Meetings

The management meetings of SRS are detailed in Table 1.1 SRS Management Meetings. Attendance is required for all meetings unless an acceptable reason is provided and approved by the chair of the meeting.

1.8 Management Reports

Management reports are detailed in Table 1.2: SRS Management Reports.

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Table 1.1: SRS Management Meetings

Meeting	Frequency and Duration	Purpose and Agenda	Attendance	Chair	Agenda Preparation	Minutes
Annual General Meeting	Annually in August/September Quorum: Management Committee members + 1 14 days' notice is provided to all members	Agenda: <ol style="list-style-type: none"> 1. Confirm the minutes of the previous AGM and of any Special General Meetings held subsequently. 2. The receipt of the President's report for the previous financial year. 3. The receipt of the Treasurer's report and the audited financial statements for the previous financial year, together with the financial budget for the current financial year. 4. The receipt of the Coordinator's report for the year. 5. The election of Management Committee members. 6. The appointment of an auditor for the current financial year. 7. Any other business placed on the agenda prior to the commencement of the meeting. 	<ul style="list-style-type: none"> • Members of SRS including Committee members • Coordinator • Other staff and volunteers as observers if they wish 	President	Coordinator / Admin Officer in consultation with the President and Secretary	Secretary of Committee
General Meetings	As required Quorum: Management Committee members + 1 14 days' notice is provided to all members	Information provision to members or to deal with special issues. Can be called: <ul style="list-style-type: none"> • By the Management Committee • A request in writing signed by three (3) or more members of the Management Committee or five (5) per cent of ordinary members 	<ul style="list-style-type: none"> • Members of SRS including Committee members • Coordinator 	President	President and Secretary	Secretary

Meeting	Frequency and Duration	Purpose and Agenda	Attendance	Chair	Agenda Preparation	Minutes
Management Committee Meeting	Third Tuesday of the month or at a time suitable to committee members Quorum: Half the numbers of the Management Committee + 1 (e.g. Nine committee Members - 1/2 = 5 + 1 + 6 required to form quorum	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Open meeting 2. Apologies 3. Review of agenda 4. Acceptance of minutes from previous meeting 5. Business arising from previous minutes 6. Correspondence 7. Reports: <ul style="list-style-type: none"> • Coordinator's report including outputs, continuous improvement and risk management • Treasurer's report Achievement of contractual outcomes and status of budget • Sub-committee reports. 8. General business 9. Next meeting 10. Close meeting. 	<ul style="list-style-type: none"> • Committee members • Coordinator • Provide an apology if not able to attend 	President	President and Secretary	Secretary
Staff Meeting	Weekly for up to one hour or as required Meetings are scheduled by Administration	<ul style="list-style-type: none"> • Discussion of individual service users as required • Issues arising in SRS • Progress in resolving previously identified issues • Progress in implementing SRS plans and improvements • WH&S 	<ul style="list-style-type: none"> • All staff members 	Administration Officer	Administration Officer	Administration Officer

Meeting	Frequency and Duration	Purpose and Agenda	Attendance	Chair	Agenda Preparation	Minutes
Quality Continuous Improvement Committee Meeting (Quorum of 3 required)	Bi-Monthly meetings to on a day / date suitable to the Committee	<p>Agenda:</p> <ol style="list-style-type: none"> 1. Attendance 2. Apologies 3. Minutes of the last meeting 4. Business from the last meeting including review of all open forms carried forward 5. Review of new Occupational Health and Safety reports including: Staff Accident/Incidents, Adverse Events, Hazards, and identification of improvements 6. Review of other new information including Tell Us What You Think, Service User Complaints, Survey/Audit Reports, and identification of improvements 7. Review of risk management – consideration of existing risks and new risks to service users, staff and the organisation and improvements to reduce or control risks 8. Any other items 9. Other Business 10. Next Meeting 	<ul style="list-style-type: none"> • Two representatives of the Management Committee • Coordinator • Staff Member • Volunteer 	Coordinator	Coordinator	Coordinator
Sub Committees	As required	Set by the Management Committee	<ul style="list-style-type: none"> • Nominations at Management Committee meeting 	Nominations at Management Committee meeting	Chair	Chair or volunteer committee member

Table 1.2: SRS Management Reports

Report	From	To	Date Due	Content
Monthly Administration Report	Administration	<ul style="list-style-type: none"> Treasurer 	Distributed to Committee Members on the Thursday prior to the meeting	<ul style="list-style-type: none"> Summary of Monthly Financial Reports including; P&L Budget Analysis Bank reconciliations
Coordinator's Report	Coordinator	<ul style="list-style-type: none"> Committee 	Distributed to Committee Members on the Thursday prior to the meeting	<ul style="list-style-type: none"> Complete report including WH&S issues, Client complaints & feedback, Staff and Volunteer Issues, networking with community and services, feedback from funding bodies.
Sub Committee Reports	Chair	Management Committee	Distributed to Committee Members on the Thursday prior to the meeting	<ul style="list-style-type: none"> Progress report Requests for actions / motions

1.9 Funding Provider Reports and Monitoring

1.9.1 FUNDING PROVIDER REPORTS

The funding reports to be completed as a condition of funding grants are shown in Table 1.3: SRS Funding Provider Accountability Reports.

The Coordinator is responsible for ensuring the reports are prepared as required and are reviewed and signed off by the designated positions prior to forwarding to the funding provider.

SRS maintains service user and service delivery information on the Client Management System known as MDRC. This information underpins the preparation of client and service delivery reports.

Income and expenditure information required by the funding providers is maintained by the Administration Team.

1.9.2 MONITORING FUNDING REQUIREMENTS AND SERVICE DELIVERY

In addition to the provision of reports required by funding providers, SRS ensures that the contractual requirements of funding agreements are being met through ongoing monitoring processes.

These processes include the range of meetings and reports as described in Table 1.1 SRS Management Meetings and Table 1.2 SRS Management Reports. In addition, corporate governance processes and systems are regularly audited as part of the SRS audit program to ensure that they are effectively implemented.

The Coordinator with the assistance of the Administration Team are responsible for monitoring the delivery of all funded provision and contracted outputs and income and expenditure against the funding budgets. Table 1.3: SRS Funding Provider Accountability Reports (HACC) shows that this process and the responsibility of the Coordinator for preparing reports, having them signed and forwarding them to the funding providers. The Coordinator and Management Committee review reports as appropriate to ensure compliance with requirements.

Table 1.3: SRS Funding Provider Accountability Reports (HACC)

Report	Content	Preparation	Date Due
Minimum Data Set (MDS) Return	<ul style="list-style-type: none"> • Service user demographics • Carer demographics • Assessed needs • Services delivered 	<ul style="list-style-type: none"> • Coordinator • Emailed directly to MDS Suppository 	Within 1 month of quarter end
Full Year Report (July to June) (Audited)	<ul style="list-style-type: none"> • Whole of organisation income, balance sheet and cash flow certified by auditor • Income statement and cash flow certified by audit and Committee • Asset register and asset replacement schedule certified by Committee is required • Notes to the Financial Statement certified by auditor • Certificates of Currency for insurances if required 	<ul style="list-style-type: none"> • Coordinator • Presentation to President and Treasurer for certification if required • Presentation to Auditor for certification • Coordinator forwards to Department of Social Services via Ebiz Portal 	30 September each year

1.10 Financial Management

1.10.1 ROLES AND TASKS

Management Committee

The Management Committee is responsible for the financial management of SRS including the establishment of financial policy and procedures and monitoring the financial management of the organisation.

Treasurer

The Treasurer is responsible for ensuring that the financial policy and procedures set down by the Management Committee are followed and for monitoring the financial operations of SRS. This includes ascertaining on behalf of the Management Committee that financial reports and other information reflect the actual financial situation of SRS.

Coordinator

The Coordinator is responsible for ensuring that the financial policy and procedures set down by the Management Committee are followed and that accurate monitoring information is provided to the Management Committee as required.

The Coordinator is also responsible for the employment, and supervision of the Administration Officer who is responsible for the day-to-day financial tasks.

The Coordinator is responsible for:

- Developing an annual budget prior to June 30 each year
- Monitoring the budget on a monthly basis using the Monthly Program Reports and Quarterly Program Reports
- Identifying financial program issues and developing recommendations for review by the Coordinator.
- Managing fund raising events
- For the collection of day care fees.

Administration Officer

The Administration Officer is responsible for:

- The management of service user fees including the preparation of invoices, entry of payments and follow up on unpaid fees
- Banking of payments
- The preparation of financial reports
- Monitoring income and expenditure against the budget and the HACC contract and advising the Coordinators and Coordinator of any issues
- Preparation of HACC accountability reports for the Coordinators and Coordinator as per Table 1.3 SRS Funding Provider Accountability Reports
- Assisting the Coordinator with funding applications
- Compilation of Unit Costs.

1.10.2 FINANCIAL MANAGEMENT PRACTICES

The following practices apply to financial management in SRS:

Accrual based accounting

The financial management system is based on accrual accounting principles.

Bank accounts

All bank accounts are maintained at the ANZ Bank and require Management Committee approval to establish new accounts.

Separate bank accounts are maintained, namely Operating, HACC, Reserve, Donations and, from time to time, Term Deposit accounts.

Signatories

Designated signatories to the accounts must include the President, Secretary and Treasurer. The Coordinator is also a designated signatory.

All cheques and EFTs are signed or approved by a designated Management Committee member and the Coordinator or two designated Management Committee members.

Budget

An annual budget is developed by the Coordinator in consultation with the Treasurer. The Coordinator and/or Treasurer present the budget to the Management Committee for endorsement prior to or in the first month of the financial year.

Books of accounts

The Administration Officer is responsible for maintaining the books of accounts on MYOB, for processing all receipts and payments and for preparing MYOB monthly reports.

Reports

See Table 1.2: SRS Management Reports and Table 1.3: SRS Funding Provider Accountability Reports.

Reports are presented to the Management Committee by the Coordinator and Treasurer who highlight any issues requiring Management Committee consideration.

Income

- All monies received are receipted and recorded in MYOB
- Receipts and a banking statement are printed from MYOB and funds banked

Payments

- All payments (except petty cash) are made by cheque or electronic transfer or prepaid credit card and follow Table 1.4 Delegations of Financial Authority

Recurrent payments

Recurrent payments, where possible, are made electronically by direct debit.

Supplier accounts

Wherever possible, accounts are established with suppliers and purchases charged to the accounts. Accounts are paid in full on receipt of the statement or invoice.

Petty cash

- An imprest system of petty cash is used with a float of \$500.00
- All petty cash expenditure is backed up with a receipt
- Petty cash is balanced whenever it is topped up
- Petty cash expenses are recorded against relevant expenditure categories.

The Administration Officer is responsible for the petty cash.

Reconciliations and ATO reports*Monthly reconciliations and ATO reports*

The following reconciliations and ATO reports are completed at the end of each month:

- The cheque account is reconciled
- The Instalment Activity Statement is completed and forwarded to the ATO.
- The PAYG WITHHELD must be paid.
- Any award superannuation must be paid in accordance with the Award.

Quarterly reconciliations and ATO reports

The following reconciliations and ATO reports are completed at the end of each quarter:

- The Business Activity Statement is completed and forwarded to the ATO
- Superannuation Guarantee contributions are reconciled and payments made.

End of year reconciliations and ATO reports

The following reconciliations and ATO reports are completed at the end of each year:

- Books of accounts are balanced and closed off
- Wages are reconciled and Payment Summaries completed and forwarded to staff and the ATO
- Audit reports are prepared as required.

Audit

An annual audit is undertaken each year by a qualified Auditor appointed by the Management Committee at the Annual General Meeting. The auditor reports to the Management Committee.

The Treasurer presents the audited report for the previous financial year to the Annual General Meeting.

A copy of the audit is forwarded to funding providers who may require it by September 30 each year.

1.10.3 DELEGATIONS OF FINANCIAL AUTHORITY

The roles and tasks of key personnel in SRS are clarified in Table 1.4 Delegations of Financial Authority.

Table 1.4 Delegations of Financial Authority

Area	Management Committee Authority	Coordinator's Authority
Capital Expenditure <input type="checkbox"/>	Approval for items over \$1000	Coordinator has Management Committee delegation to \$1000
Employment of Consultants <input type="checkbox"/>	Approval for employment of consultants over \$1000	Coordinator has Management Committee delegation to \$1000
Travel <input type="checkbox"/>	Approval for travel over \$1000	Coordinator has Management Committee delegation to \$1000
Petty Cash	Approval of procedures and cheque signed by either the President, Treasurer or Secretary	Approval of float up to a limit of \$500
Load & Go Card (including Reimbursement)	Authorisation of EFT reimbursement by all authorised signatories of the Management Committee	Coordinator has Management Committee delegation for card limit up to \$999
Load & Go Pay Wave facility		Up to \$100 maximum
Cash Advances	Not permitted	Not permitted
Approval of cheques	Approval for all cheques by the President, Treasurer or Secretary and one other member of the Management Committee or the Coordinator	Coordinator has Management Committee delegation to \$1000 for cheques
Approval of EFT's & B'PAYS	All EFT & BPAY transactions require the 2 nd authorisation of all transactions by a authorised signatory from the Management Committee	Coordinator has Management Committee delegation for all EFT' & BPAY transactions regardless of amount as set by the ANZ Bank
Signing of Purchase Orders <input type="checkbox"/>	Approval for items over \$1000	Coordinator has Management Committee delegation to \$1000 <input type="checkbox"/>
Lease Agreements <input type="checkbox"/>	All lease agreements are the responsibility of the Management Committee	Sign only with Management Committee approval
Fees <input type="checkbox"/>	Approval of policy on fee levels, exemptions and reductions <input type="checkbox"/>	Implementation of policy and approval for exemptions and reductions as per policy
Funding Agreements <input type="checkbox"/>	Sign funding agreements	Ensures compliance with funding agreements and associated guidelines <input type="checkbox"/>

1.11 Fund Raising

1.11.1 APPLYING FOR FUNDS

The following applies to all applications for funding:

1. Applications are only made for programs or projects that are in line with SRS 's current Strategic Plan and the objectives and priorities of SRS
2. All contact with the funding body is through the Coordinator.
3. All applications are approved by the Management Committee and signed by the Coordinator before submission.

1.11.2 FUND RAISING TARGET

The Management Committee sets a fund raising target each year and identifies how the monies raised are spent.

Fund raising is managed by a sub-committee appointed by the Management Committee.

1.12 Registration as a Charity

1.12.1 CONDITIONS OF REGISTRATION

SRS is registered as a charity under the *Collections Act 1966* and is permitted to conduct charitable collections.

1.12.2 VOLUNTARY CODE OF PRACTICE FOR PUBLIC FUND RAISING

SRS has a voluntary code of practice for Public Fund Raising.

Any fundraising will:

- Raise funds only for a justifiable need
- Avoid offensive advertising or promotions, and
- Respect the privacy needs of donors at all times.

1.13 Annual Report

The Coordinator is responsible for compiling an SRS Annual Report in August/September of each year in consultation with the Coordinator and Administration staff. In addition to General information about SRS, the report includes:

1. The services delivered for the year
2. The number of individual service users who received services
3. The number of service users who stopped receiving services in the year
4. The number of people on the wait list
5. Requests for assistance not met and reasons for refusal of service
6. The contracted outputs for the year and the variation between the services delivered and the contracted outputs
7. The age, sex and ethnicity of the service users and of the older population in the target area and groups in the population but not in the service user group
8. Rate of population change for people aged over 65 (available from the Australian Bureau of Statistics)
9. Service delivery issues in the last year
10. Major improvements implemented in the last year
11. Planned improvements for the coming year
12. Achievements against key result areas.

The Annual Report is provided to:

13. The Coordinator for review
14. The Management Committee for approval.

The report is also presented at the SRS Planning Day (see 1.14.2 Annual Planning Day).

1.14 Planning

1.14.1 IMPROVEMENT PLAN AND STRATEGIC PLAN

SRS maintains an Improvement Plan that details all significant improvements in the operations of the community care programs and a Strategic Plan covering major longer term directions and changes. The Improvement Plan is a requirement under community care funding. Further details are provided in the table below.

The planning process involves:

Planning Activity	Notes	When
Continuous improvement activities	These activities assist in identifying improvements and feed into the Improvement Plan	Ongoing
Risk management activities	These activities assist in identifying improvements and feed into the Improvement Plan	Ongoing
Annual Planning Day with staff and management	See 1.14.2 Annual Planning Day. Outcomes from the planning day feed into the Improvement Plan and the Strategic Plan	September
Review and development of the Improvement Plan	The Improvement Plan is required as a condition of community care funding. It includes strategies for improving SRS for the next 12 months and is updated on an ongoing basis. The Improvement Plan feeds into the Strategic Plan	September and Ongoing
Review and development of the Strategic Plan	Includes high level plans for the next 3 years. As plans are implemented they are recorded in the Improvement Plan	September
Community Care Common Standards Quality Review process	The Quality Review identifies improvements required to meet the Standards and opportunities for improvement. These feed into the Improvement Plan	Between 1 and 3 yearly
Ongoing implementation and monitoring of progress in implementing Improvement Plan	Reported in Monthly Coordinator Reports (See Table 1.2: SRS Management Reports)	Monthly
Submission of Improvement Plan to the Quality Review Team	The Improvement Plan is submitted at least annually or more frequently depending on the outcome of the 3 yearly Quality Review	Annually or as required

1.14.2 ANNUAL PLANNING DAY

The purpose of the planning day is to bring the staff and management, including Management Committee members, together to review the operations of SRS in the light of service user data, financial data, continuous improvement information, risk management information and issues facing the service.

Ideas from staff and management and from the review of information are used to add to the Improvement Plan and to identify longer term goals for inclusion in the Strategic Plan. The Strategic Plan is the longer term direction for SRS and spans the next three years.

Planning day process

The Coordinator in consultation with staff prepare the information presented at the planning day. The agenda for the planning day includes the following:

1. Review service data

Service data for the previous 12 months is reviewed to check the delivery of services against the contracted outputs. Service data is taken from the Annual Report that is compiled by the Coordinator each year (see 1.13 Annual Report)

2. Review demographic data

Community demographic data is compared to the community care service user group data to identify any groups in the community that appear to be likely to need services but are not accessing them. In particular, the proportion of people from different cultural groups in the community is compared to the community care service delivery data to identify if groups are proportionally represented. Reasons why groups are not represented are documented and if appropriate, strategies to engage them are identified

3. Review future needs

Demographic data on the age of the population and on future trends is also reviewed to see if key age groups are likely to increase or decrease over the next few years

4. Review continuous improvement data

Feedback from staff, service users, volunteers and any other stakeholders is reviewed to identify improvements

5. Review risk management information

Feedback from risk management activities is reviewed to identify areas where improvements can be made

6. Review previous plans

Explore plans not yet implemented from the previous year to identify which of these will remain a priority

7. From the information presented, strategies and priorities for the year ahead are identified along with barriers to implementing plans

8. Longer term major plans are included in the Strategic Plan and shorter term improvements (within the next year) are included in the Improvement Plan

Items in the Strategic Plan and the Improvement Plan are reviewed - what can be combined; what can be removed; what are the most important priorities?

9. Put a start and finish date against each priority

10. Conduct an open forum discussion with all participants and Management Committee representative acknowledges the input, commitment and continuing dedication of all staff in SRS

The Strategic Plan and Improvement Plan are presented to the next Management Committee meeting for review, revision and endorsement.

1.14.3 IMPLEMENTING THE PLANS

The Improvement Committee is responsible for developing detailed action plans for each of the priorities in the Improvement Plan. The Coordinator is responsible for developing broad strategies for the implementation of the Strategic Plan. When strategic plans are being implemented they are recorded in the Improvement Plan.

The Coordinator ensures plans are implemented and monitors the progress of tasks. The Coordinator reports on progress to the Management Committee at monthly Management Committee meetings.

1.15 SRS Corporate Calendar

The Coordinator maintains a Corporate Calendar that details:

1. SRS Meetings
2. SRS Accountability Reports
3. Policies and procedures reviews spread over 3 years
4. Other key tasks.

The Coordinator is responsible for ensuring the planned events occur and for developing a new calendar at the beginning of each calendar year.

1.16 Monitoring Corporate Governance Processes and Systems

Corporate governance processes and systems are regularly audited as part of the SRS audit program and staff, service users and other stakeholders are encouraged to provide ongoing feedback on issues and areas where improvements can be made (see 1.15 SRS Corporate Calendar).